

Washington State

# Department of Agriculture

## Human Resource Management Report

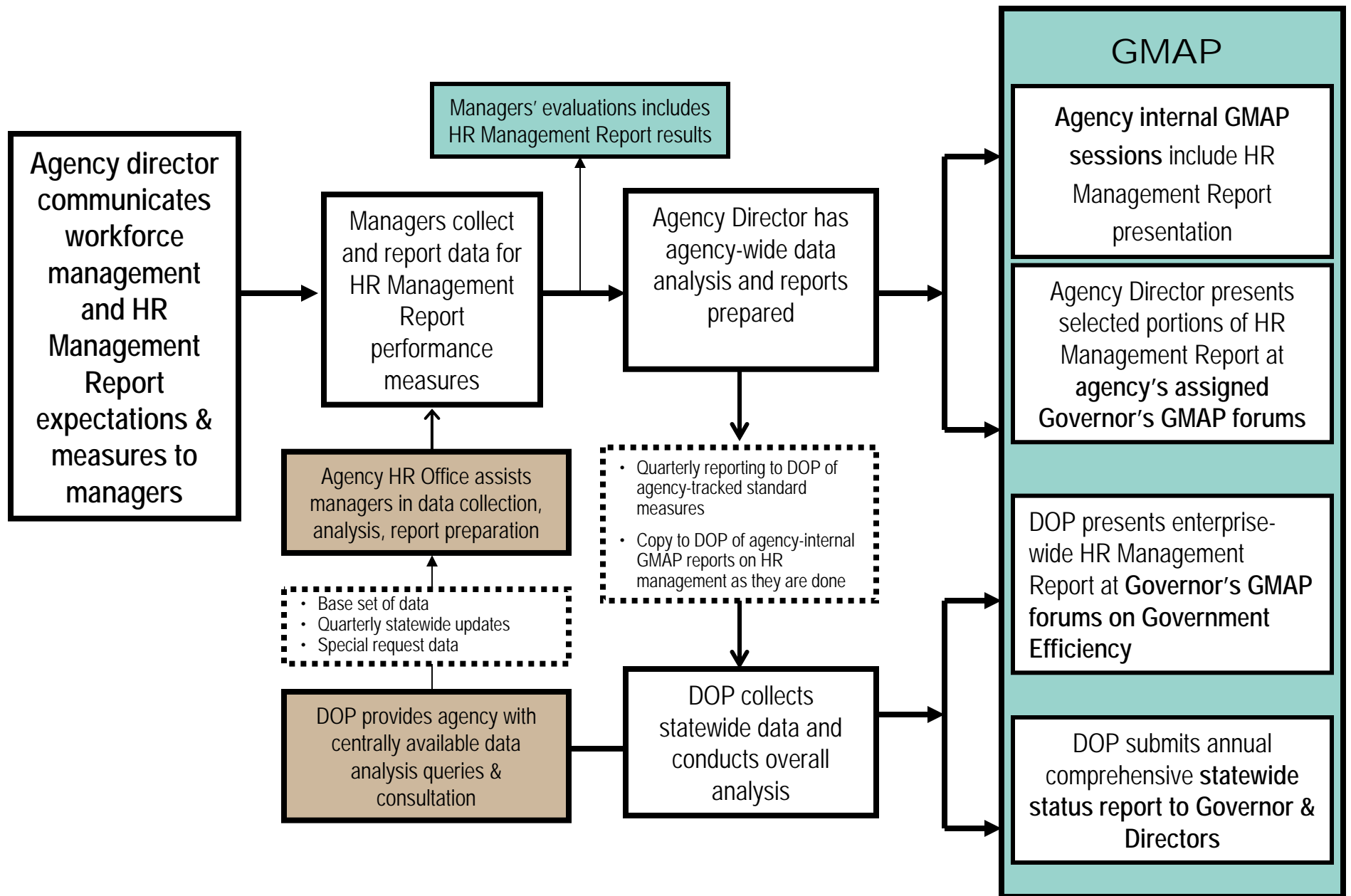
Partial Report

Prepared for:  
Valoria Loveland, Director  
Department of Agriculture

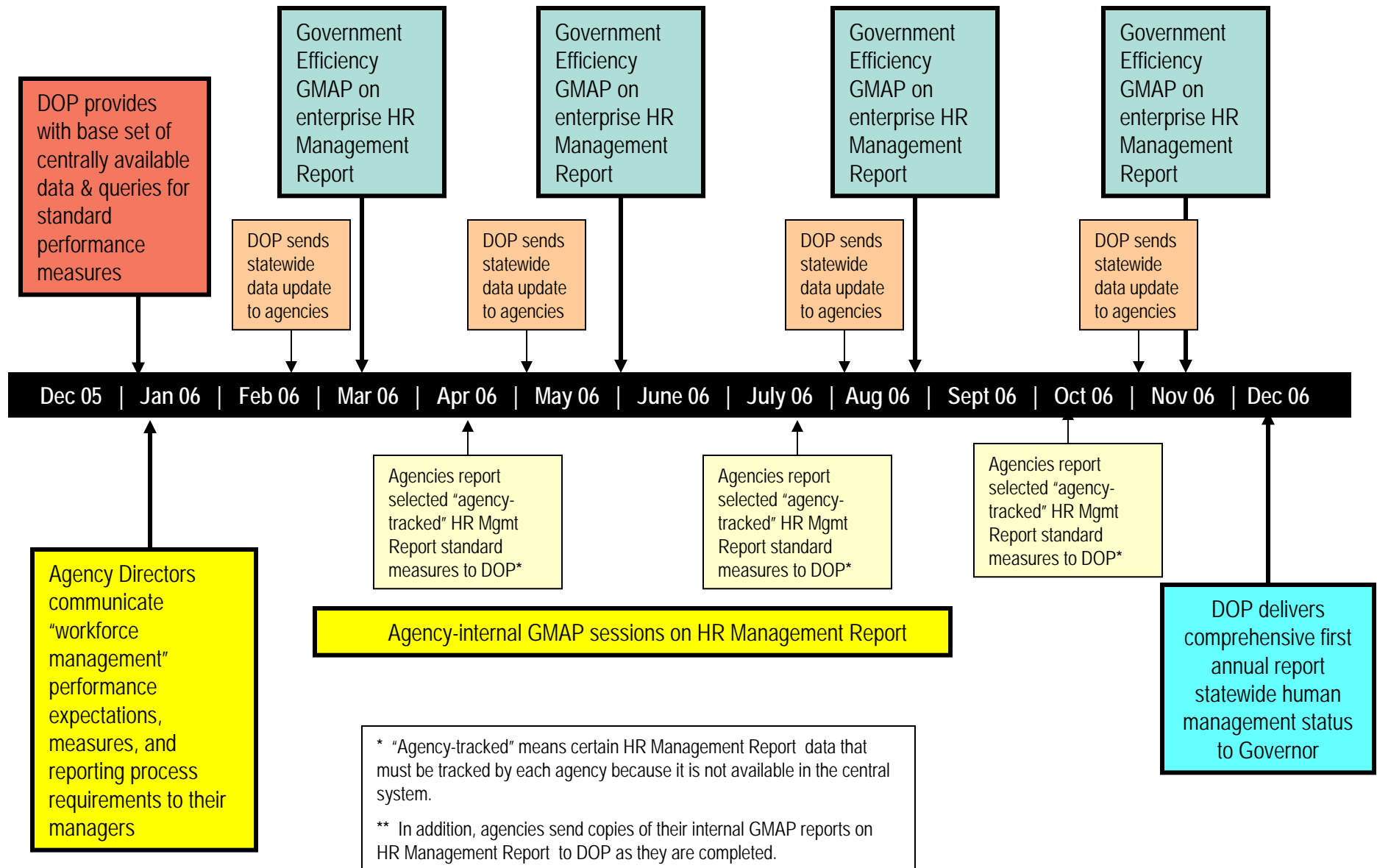
By:  
Department of Personnel  
January 2006

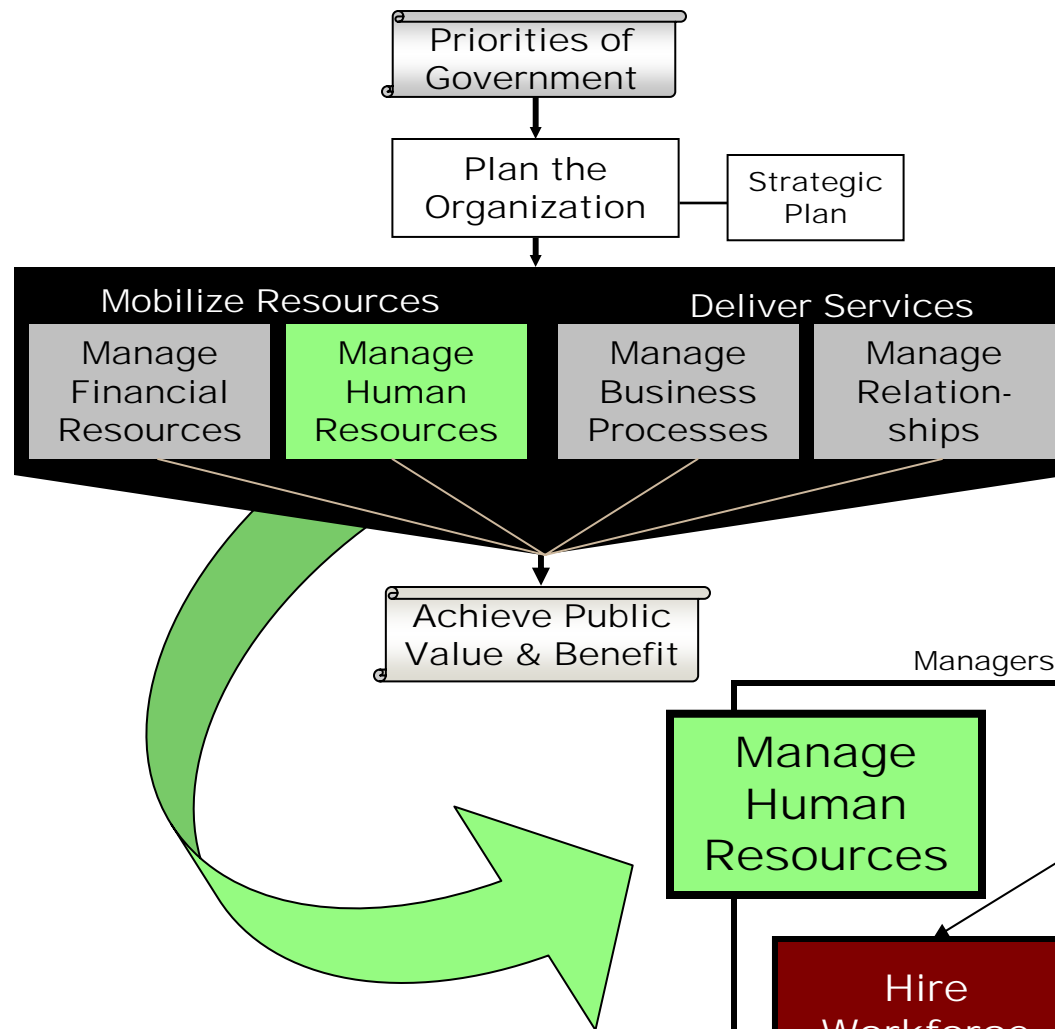


# Human Resource Management Report - Reporting Process



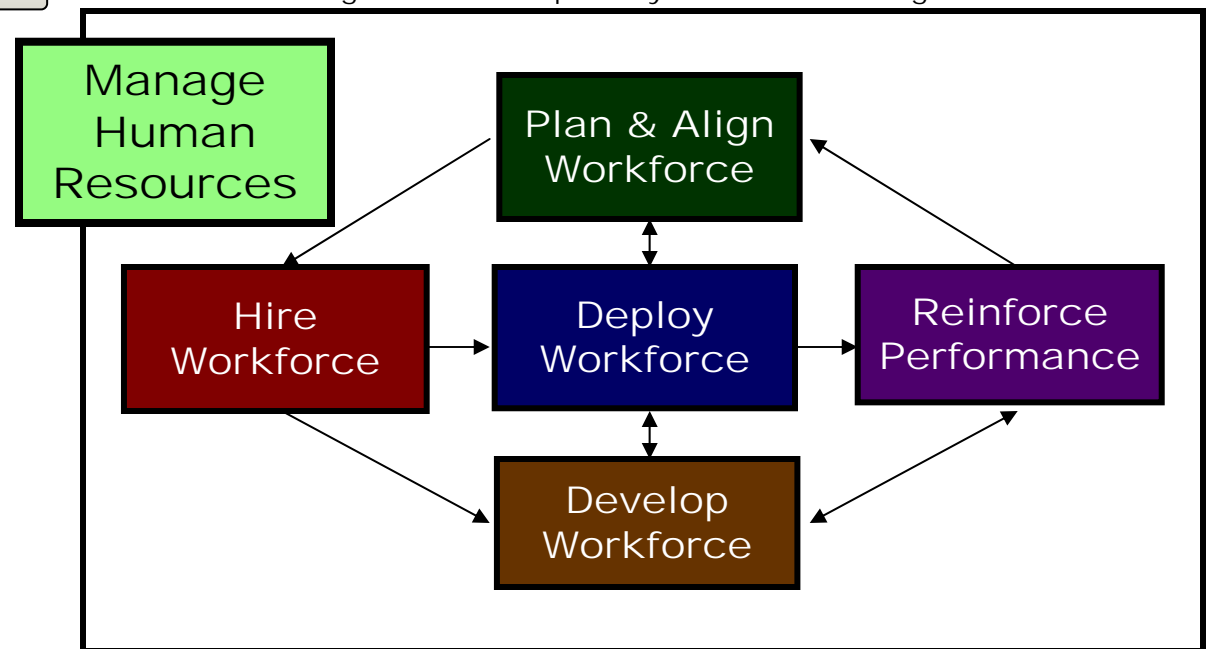
# Human Resource Management Report - Reporting Timeline



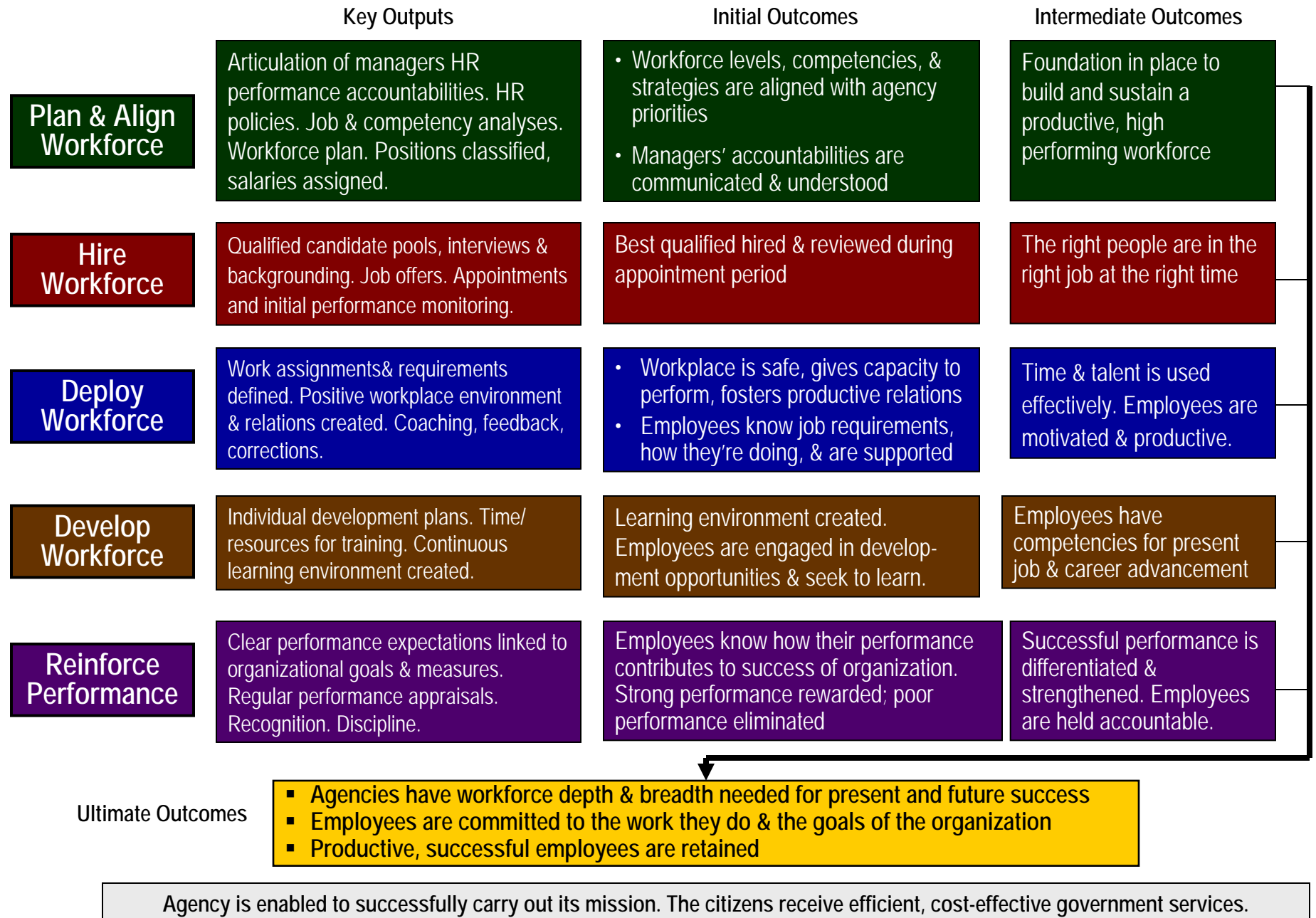


## Managers' Accountability for Strategic Workforce Management

Managers have five primary workforce management functions:



# Agency Managers' Logic Model for Workforce Management



# Human Resource Management Report

## Standard Performance Measures

### Plan & Align Workforce

- Percent current position/competencies descriptions [agency tracking system]
- Percent supervisors with current performance expectations for workforce management [agency tracking system]

### Hire Workforce

- Time-to-fill funded vacancies [agency tracking system]
- Percent satisfaction with candidate quality [agency tracking system]
- New Hire-to-Promotional ratio [DOP Data/Business Warehouse]
- Percent turnover during review period [DOP Data/Business Warehouse]

### Deploy Workforce

- Percent employees with current performance expectations [agency tracking system]
- Employee survey ratings on "productive workplace" questions [DOP standard survey]
- Leave usage (sick, LWOP, unscheduled leave) [DOP Data/Business Warehouse]
- Overtime usage [DOP Data/Business Warehouse]
- Number & type of non-disciplinary grievances [agency tracking system]

### Develop Workforce

- Percent employees with current annual individual development plans [agency tracking system]
- Employee survey ratings on "learning/development" questions [DOP standard survey]

### Reinforce Performance

- Percent current performance evaluations [agency tracking system]
- Employee survey ratings on "performance accountability" questions [DOP standard survey]
- Number/type of disciplinary issues, actions, appeals disposition [agency tracking system]

### Ultimate Outcomes

- Turnover rates and types (e.g., retirement, resignation, etc.) [DOP Data/Business Warehouse]
- Turnover rate of key occupational categories and of workforce diversity [DOP Data/Business Warehouse]
- Employee survey ratings on "commitment" questions [DOP standard survey]

### Measures to add in the future:

Current workforce plans that align staff with business priorities

Safety and Workers Compensation measures

Competency gap analysis measure

Recognition/reward measure

Others to be determined

## HR Management Report (preliminary standard measures)

- Percent current position/competency descriptions
- Percent supervisors with current performance expectations for workforce management

### Percent positions with current job and competency descriptions

This data would need to be collected and inserted by the agency.

Would likely show agency as a whole, as well as by division, region, etc.

### Percent supervisors with current performance expectations for workforce management

This data would need to be collected and inserted by the agency.

Would likely show agency as a whole, as well as by division, region, etc.

Report to DOP 10-15-06

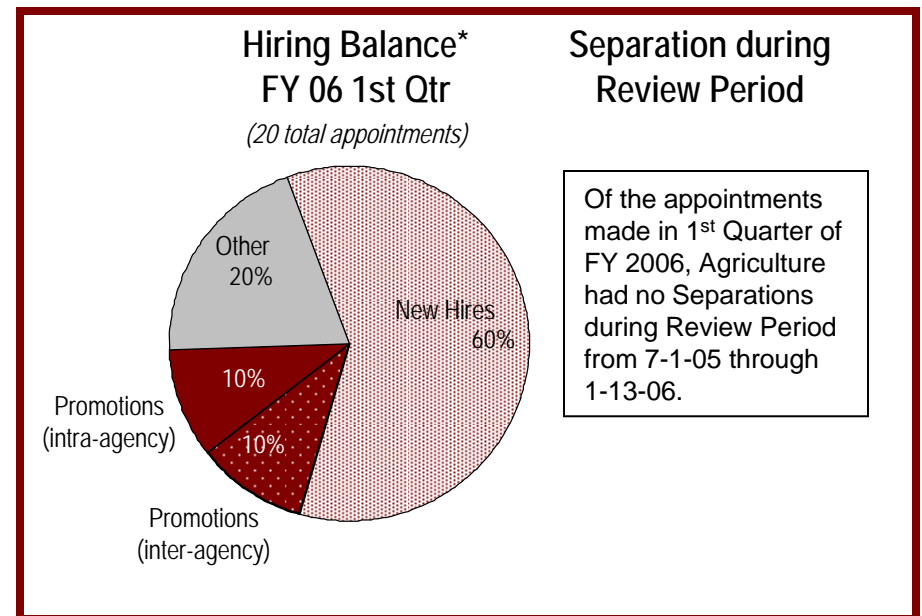
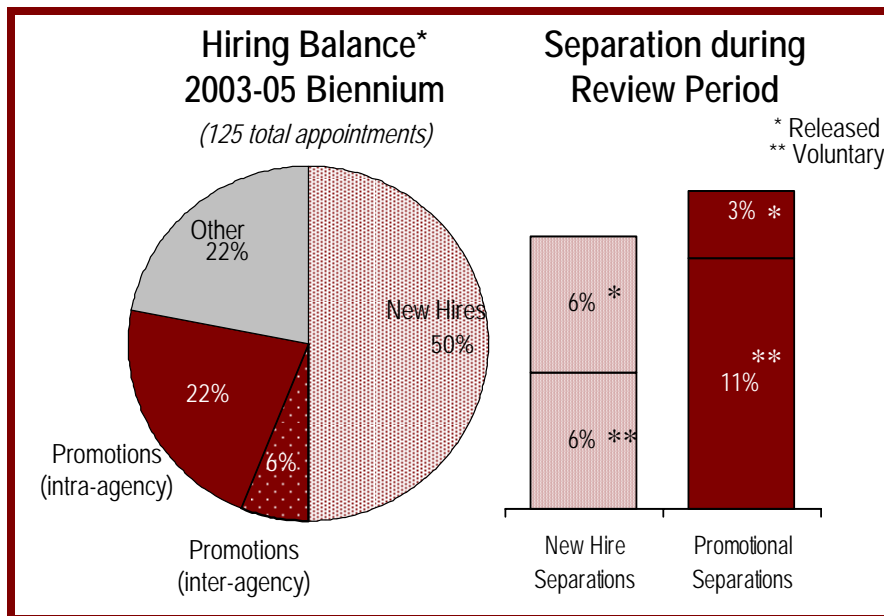
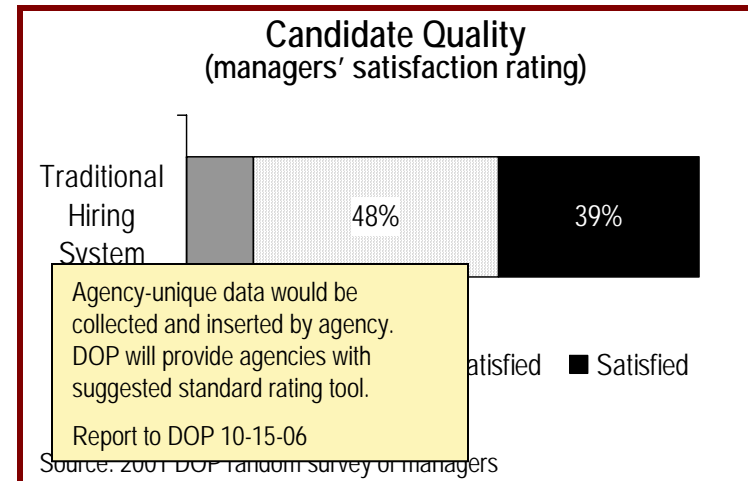
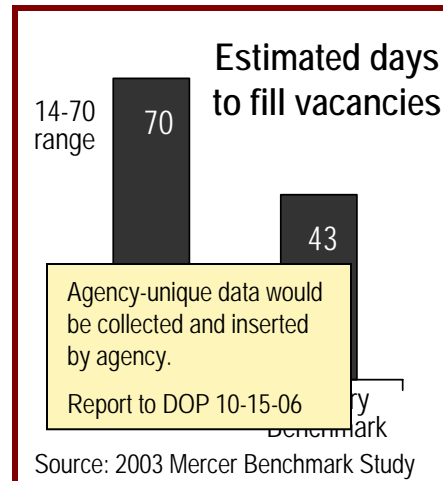
# Hire Workforce | Right People in the Right Job at the Right Time

Agriculture

Hire Workforce - Slide 1 of 1

## HR Management Report (standard measures)

- Days to fill vacancies (from requisition to job offer)
- % satisfaction with candidate quality
- % new hires; % promotional hires
- Retention/dismissal rate during appointment period



Source: DOP Data Warehouse

\*Permanent appointments only. Does not include non-permanent employees.



## HR Management Report

(standard measures)

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage (and “unscheduled” leave if available)
- Number & type of non-disciplinary grievances and disposition

### Percent employees with current performance expectations

This data would need to be collected and inserted by the agency.

Would likely show agency as a whole, as well as by division, region, etc.

Report to DOP 10-15-06

### Do employees have day-to-day support to enable successful job performance?

NOTE: The “productive workplace” questions from the statewide employee survey are shown below. This new survey will be conducted in Spring 2006. Each agency will have its own results, and all will be rolled up for the enterprise-level report card.

- I know what is expected of me at work.
- I have the opportunity to give input on decisions affecting my work.
- I receive the information I need to do my job effectively.
- I have the tools and resources I need to do my job effectively.
- My supervisor treats me with dignity and respect.
- My supervisor gives me ongoing feedback that helps me improve my performance.
- I receive recognition for a job well done.

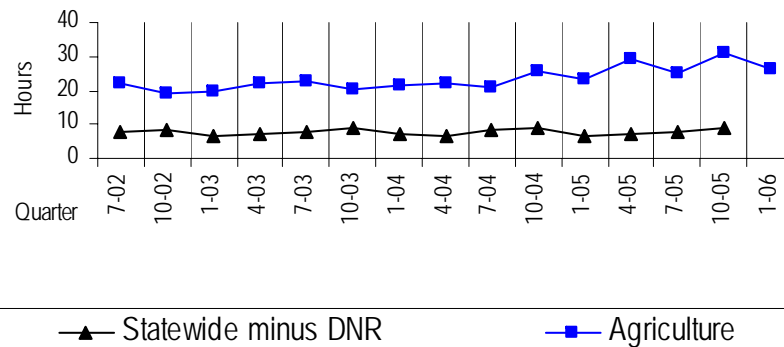
# Deploy Workforce |

Employee time and talent is used effectively.  
Employees motivated.

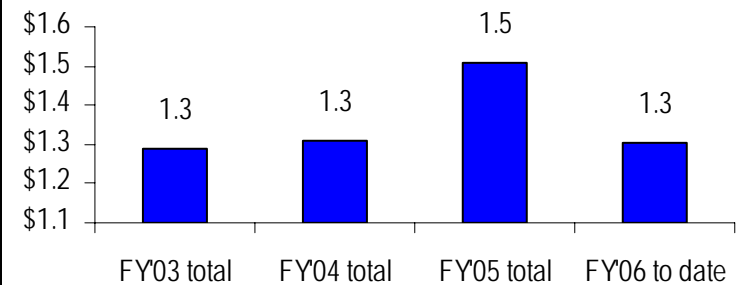
Overtime: Is employee time well managed?

Deploy Workforce - Slide 2 of 4

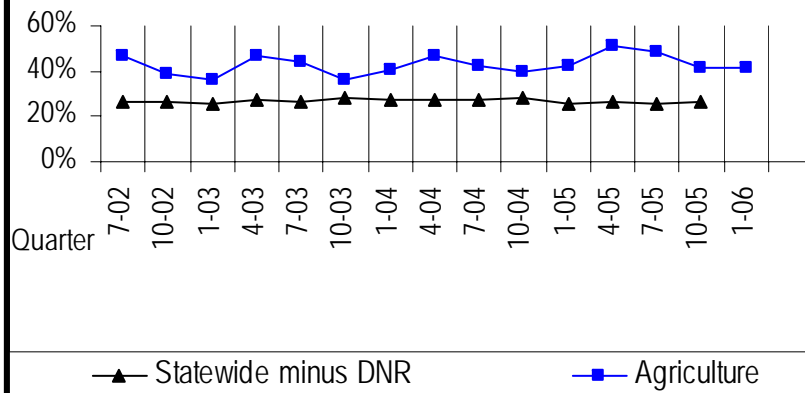
**Average Overtime Hours per Employee**  
(quarterly, per capita)



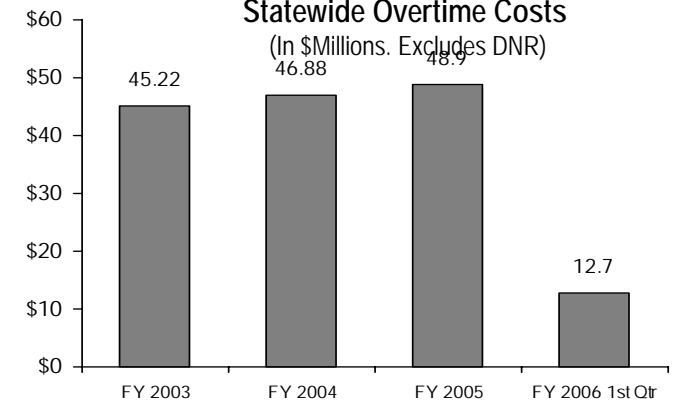
**Agency Overtime Costs**  
(in \$Millions)



**Average Percent Employees Receiving Overtime**



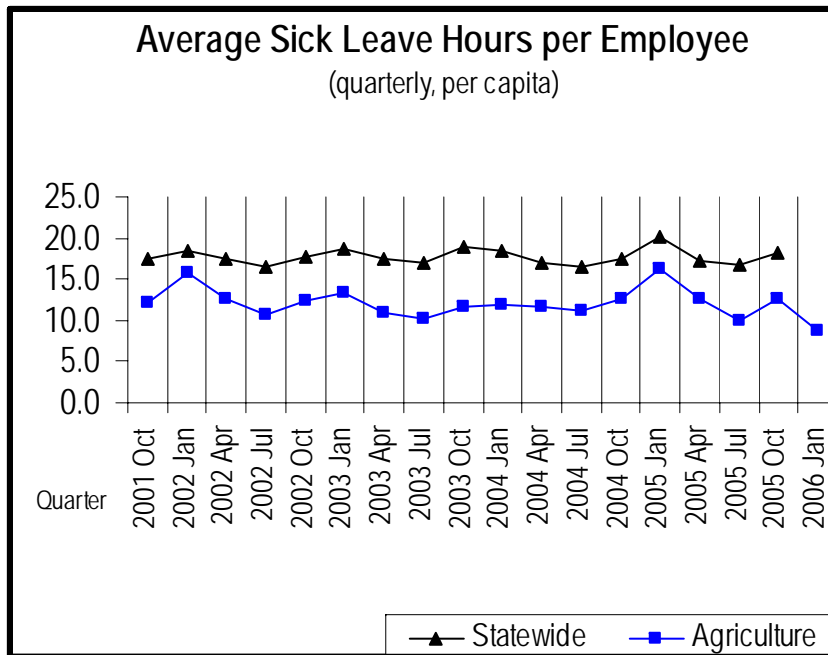
**Statewide Overtime Costs**  
(In \$Millions. Excludes DNR)



\* Per capita

Leave: Do employees come to work as scheduled?

Deploy Workforce - Slide 3 of 4



## Notes:

- Statewide, peak sick leave usage tends to be October-December quarter. This generally follows trend with overtime usage, particularly for agencies with institutions.
- It is unknown whether the sick leave usage shown was planned or unplanned.
- For the most part, only actual leave time gone from work is shown. Leave hours donated and leave hours cashed out have been removed from this display (except for retirement cash out).

	Per Capita Sick Leave Use		Just Those Who Took Sick Leave	
	Ave. Sick Leave Hours Used per Qtr*	% of Earned Sick Leave	Ave. Sick Leave Hours Used per Qtr*	% of Earned Sick Leave
Statewide	17.7 hours	74%	22.8 hours	95%
Agriculture	12.1 hours	50%	20.6 hours	86%

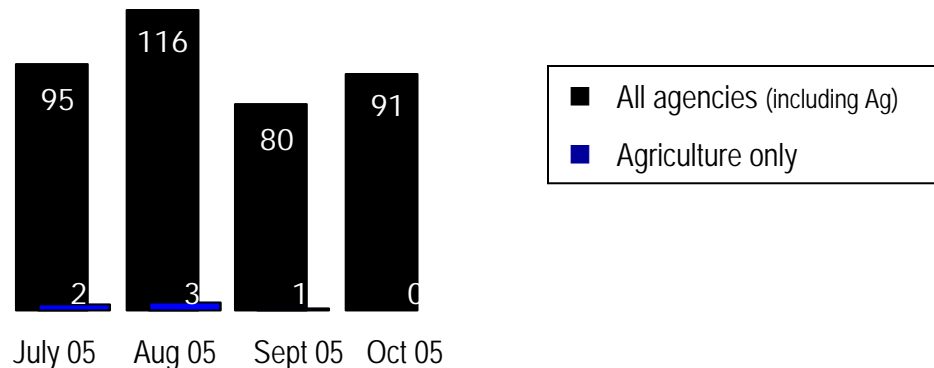
\*Average since 10/01

Source: DOP Data Warehouse

Employee relations: Are contracts/policies applied appropriately?

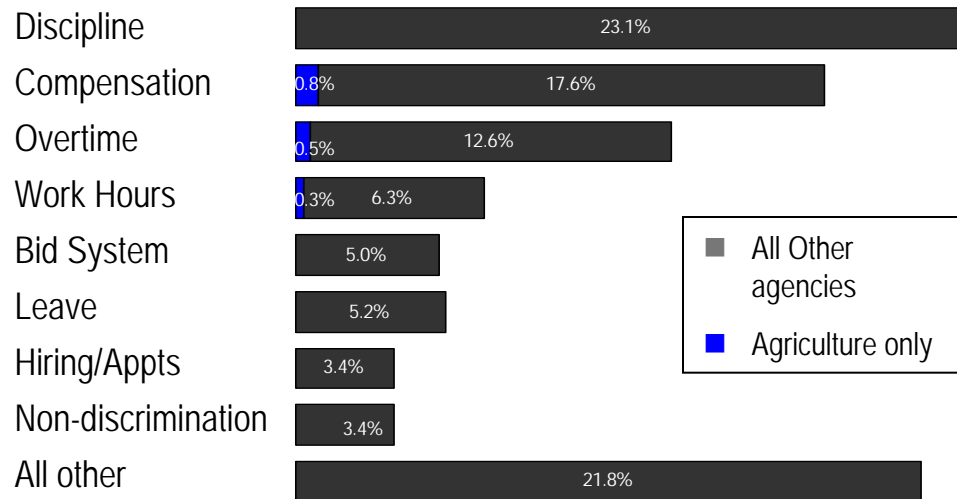
Deploy Workforce - Slide 4 of 4

Number of Grievances Filed Since 7-1-05



Notes:

- Grievance filing information is reported monthly by the agency to the State Labor Relations Office (LRO). LRO then maintains statewide data.
- LRO tracks which grievances move on to pre-arbitration reviews and arbitrations. They also track outcomes and trends statewide and by agency. This information will be included in future GMAP reports.



## HR Management Report

(standard measures)

- Percent employees with current annual individual development plans
- Employee survey ratings on “learning & development” questions

### Percent employees with current annual individual development plans

This data would need to be collected and inserted by the agency.

Would likely show agency as a whole, as well as by administration, division, etc.

Report to DOP by 10-15-06

### Employee perceptions on learning and development:

NOTE: The “learning and development” questions from the statewide employee survey are shown below. This new survey will be conducted in Spring 2006. Each agency will have its own results, and all will be rolled up for the enterprise-level report card.

- I have opportunities at work to learn and grow.
- My supervisor gives me ongoing feedback that helps me improve my performance.

## HR Management Report

(standard measures)

- Percent employees and managers with current annual performance evaluations
- Employee survey ratings on “performance and accountability” questions
- Number and type of disciplinary issues, actions, appeals disposition

### Percent employees and managers with current annual performance evaluations

This data would need to be collected and inserted by the agency.

Would likely show agency as a whole, as well as by division, region, etc. Should also differentiate between managers and employees.

Report to DOP by 10-15-06

### Do employees see a meaningful linkage between their performance and the success of the organization?

NOTE: The “performance and accountability” questions from the statewide employee survey are shown below. This new survey will be conducted in Spring 2006. Each agency will receive its own results, and all will be rolled up for the enterprise-level report card.

- I know how my work contributes to the goals of my agency.
- My performance evaluation provides me with meaningful information about my performance..
- My supervisor holds me and my co-workers accountable for performance..
- I receive recognition for a job well done.

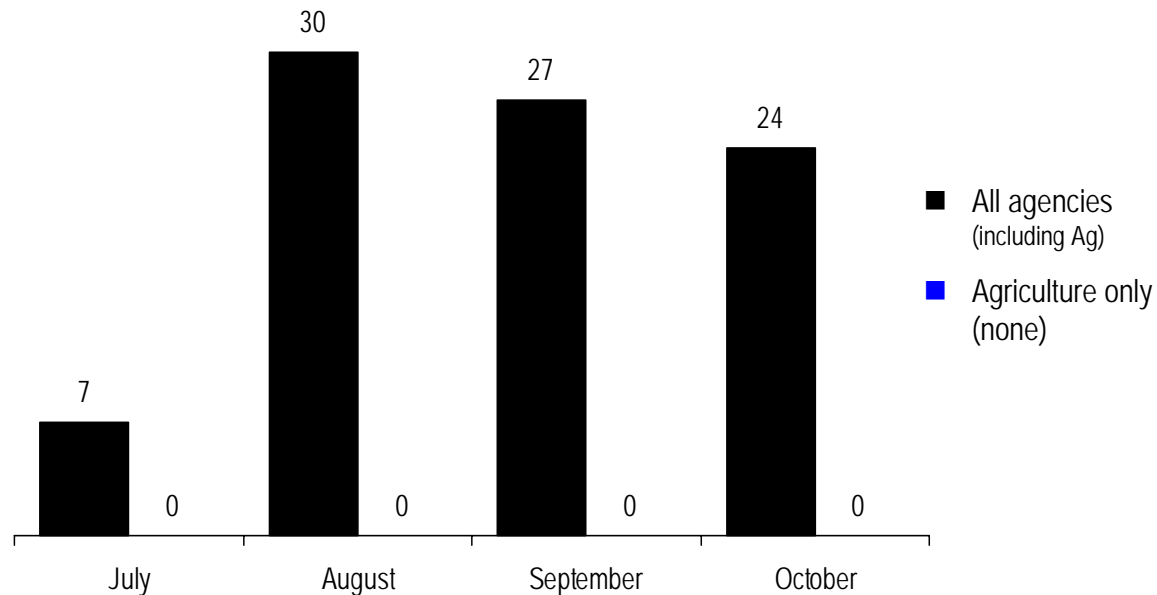
# Reinforce Performance |

Successful performance is differentiated & strengthened. Employees are held accountable.

Disciplinary action: Is poor performance dealt with?

Reinforce Performance - Slide 2 of 3

Disciplinary Grievances Filed Since July 1, 2005



## Issues Leading to Disciplinary Action and Disciplinary Grievances

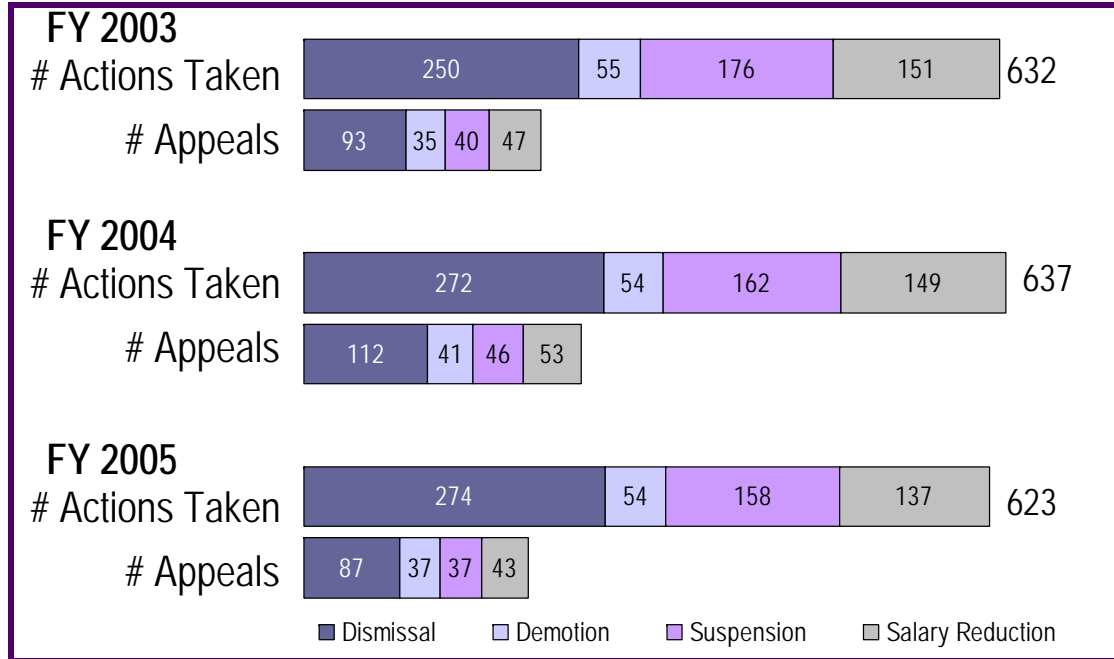
Placeholder. DOP is presently working with LRO and AGO to track types of issues that lead to disciplinary action and related grievances.

# Reinforce Performance

Successful performance is differentiated & strengthened. Employees are held accountable.

Disciplinary action: Is poor performance dealt with?

Reinforce Performance - Slide 3 of 3

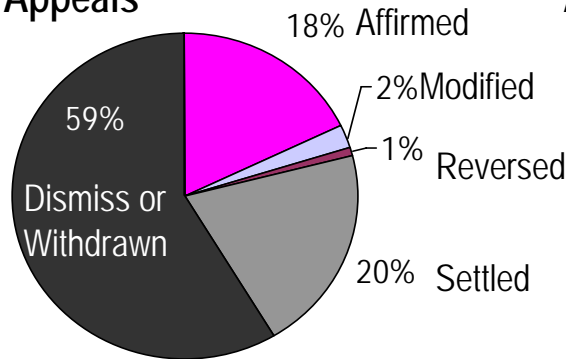


Notes:

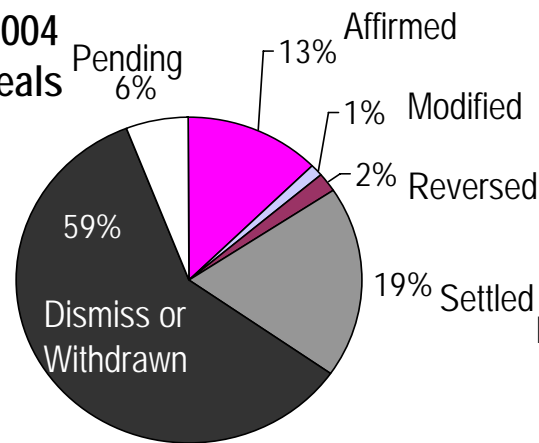
This slide shows statewide numbers. The information can be tailored to reflect just Agriculture.

It is noted, however, that the appeal process changed effective July 1, 2005. Disciplinary "appeals" now go through the grievance process (for represented employees). As such, the manner in which this data will be presented in the future will likely change. DOP will update template in Spring 2006.

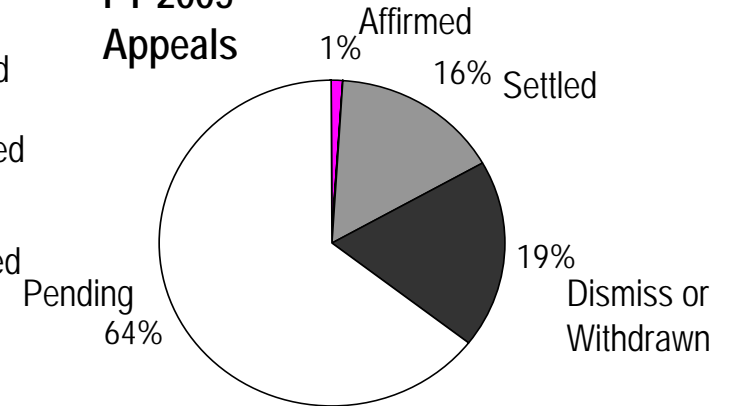
**FY 2003 Appeals**



**FY 2004 Appeals**



**FY 2005 Appeals**





# Ultimate Outcomes |

State has workforce breadth & depth for present & future success.

Employees are committed to the work they do and the goals of the organization.

Successful, productive employees are retained.

## HR Management Report

(standard measures)

Ultimate Outcomes - Slide 1 of 3

- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories and of workforce diversity

### Indicators of Employee Commitment

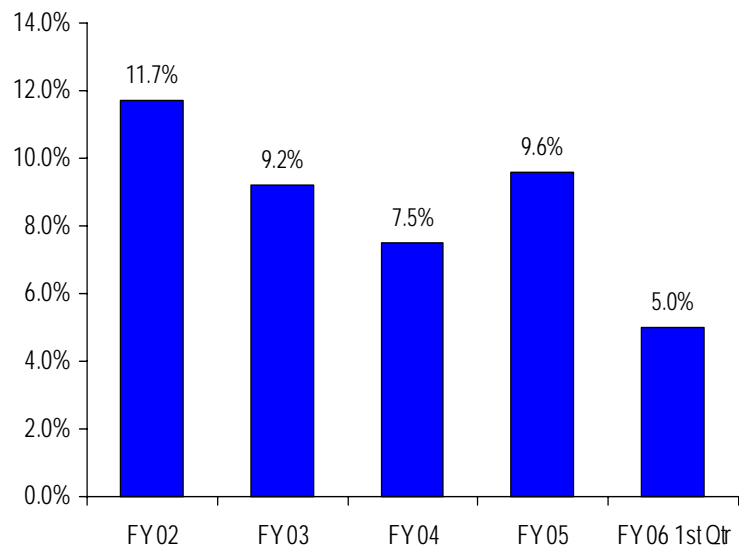
NOTE: The "employee commitment" questions from the statewide employee survey are shown below. This new survey will be conducted in Spring 2006. Each agency will have its own results, and all will be rolled up for the enterprise-level report card.

- I know how my agency measures its success.
- I know how my work contributes to the goals of my agency.
- I receive recognition for a job well done.

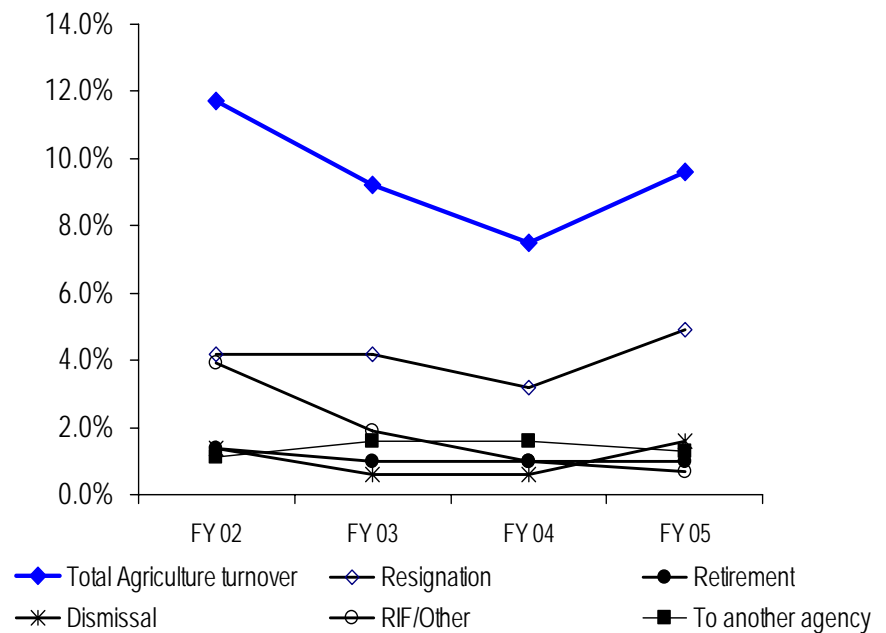
# Ultimate Outcomes | continued

Ultimate Outcomes - Slide 2 of 3

Turnover – Agriculture  
(Leaving the agency)



Workforce Turnover Breakdown



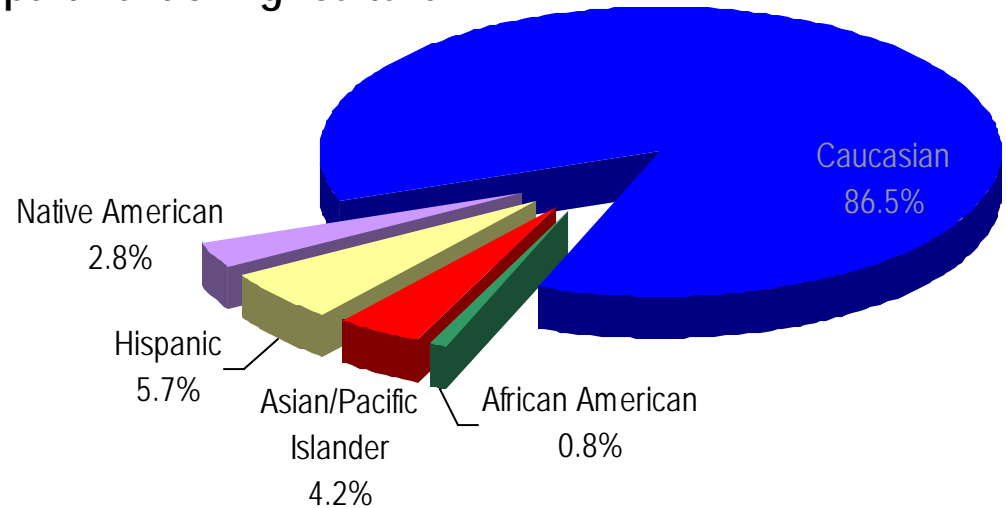
# Ultimate Outcomes | continued

## Workforce Diversity

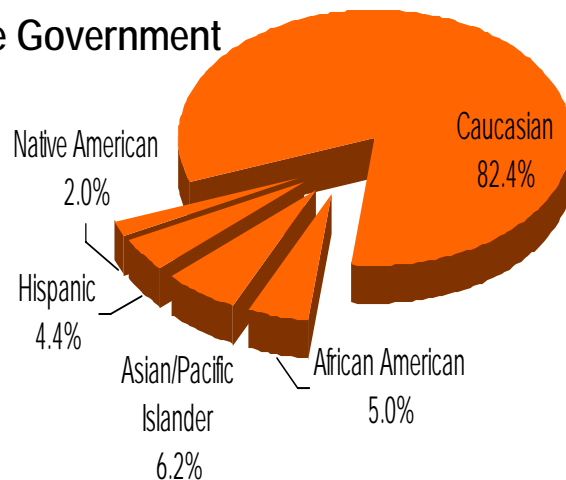
Ultimate Outcomes - Slide 3 of 3

Diversity Profile	Agriculture	State
Women	40.1%	52.0%
Persons with disabilities	2.4%	5.2%
Vietnam Veterans	6.7%	7.3%
Disabled Veterans	0.6%	1.3%
Persons over 40	73.7%	73.1%
People of color	13.4%	17.6%

## Department of Agriculture



## WA State Government



## WA Labor Force

